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Hamilton-Wentworth Regional  
Municipality, Ont.  
Department of Economic  
Development









## THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

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### 1983 ANNUAL REPORT

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(A) BUSINESS DEVELOPMENT REPORT

A.1 OVERVIEW

The Economy

The unemployment figures at year end for Metropolitan Hamilton show a decrease in the rate of unemployment from 16.7% as at December, 1982 to 8.6% at the end of December, 1983. This figure compares favourably with the overall Canadian rate of 11.1%.

The rate of inflation continues to decline. As at the end of December, the inflation rate stood at 4.5% for all of Canada, compared with 10.8% as at the end of December, 1982.

The federal government's Industrial and Regional Development Program (IRDP) is the major tool for economic development in Canada. It is still in its development stages and refinements to the program are being considered. Staff are familiar with the program and there are some local projects which are currently being evaluated by the Department of Regional Industrial Expansion.

Local Activity

As before, staff is continuing to attend regular meetings at the four Chambers of Commerce in Hamilton-Wentworth; the Hamilton and District, including the Dundas branch, the Stoney Creek Chamber of Commerce and the newly-formed Flamborough Chamber. Councillor Fred Lombardo, along with Department staff, have been instrumental in the establishment of the new Canadian-Italian Chamber of Commerce of Hamilton-Wentworth.

The local Industrial/Commercial/Investment realtors always play an important role in the growth of the community. The most consistent source of development leads comes from the local realtors. Similarly, they are a great asset to staff when it comes to locating a client in new premises.

In addition to maintaining a close liaison with the real estate industry, Department staff are in continual contact with financial institutions, commercial banks, the Federal Business Development Bank, the Ontario Development Corporation and other sources of capital. Similarly, the Department is in touch with lawyers and accountants for professional assistance. Undoubtedly, one of the more valuable sources of assistance is the Ministry of Industry and Trade, both locally and at Queen's Park.

Over the year, staff members attended the Ontario Industrial Development Council meetings. The educational benefits derived from the meetings assist staff members in performing their duties. By the same token, the overview of things to come, as presented at the Annual Meeting of the Industrial Developers Association of Canada, reinforced the underlying notion that the Canadian economy is being transformed and that to maintain a prosperous local economy, practitioners of economic development must continually update their knowledge and skills. The Region hosted the Annual Conference of I.D.A.C. where over 200 delegates and spouses were in attendance.





Many new projects came on stream during 1983. Included in the list of major construction contracts are the completion of the Burlington Street elevated roadway, the commencement of the Victor K. Copps Arena and Trade Centre, the beginning of the Sheraton Hotel and the twinning of the Burlington Bay Skyway. Expansion of Mount Hope Airport in Glanbrook is underway and various stages of construction are on schedule.

Building Permits, in terms of dollar values, increased markedly over 1982; the greatest value in permits issued since 1975. The year over year percentage increase in 1983 was in excess of 41%.

The Hamilton Industrial Show is held at the Convention Centre on an annual basis. This year, as in past years, the Department had a presence. The contacts generated have led to activities as noted in the quarterly reports over the past few years.

### Staff Training

Professionalism in the form of training programmes and exposure to development approaches in other communities is an on-going priority if staff are to remain knowledgeable and be able to compete in the business of attracting and retaining investment. In this regard, Mr. Saad Ghanem has gained the Ec.D. accreditation from the Industrial Development Association of Canada. Mr. Gabe Macaluso has completed Year II of the I.D.A.C. Programme and Mr. Ronald Rea has completed Year II plus seminar A in computer systems as it relates to industrial development. Both have still to write the essay leading to their Diploma in Economic Development. The University of Waterloo administers and presents the training courses for I.D.A.C. members.

### Brochure Creation

The Department has a series of brochures now in place. Updating of some statistics has yet to be completed. Two brochures which were brought on stream this year were the Joint Venture and Licensing pamphlet and the German translation of the Executive Summary.

The Business Plan will prove to be very useful. Input to the brochure has been received from McMaster University, Mohawk College, the Hamilton and District Chamber of Commerce and the Business Advisory Conference. A number of small businesses have the typewritten copy on hand now and are using them in presentations to government agencies and financial institutions to gain approval for their expansion or start-up plans. The Business Plan is now going to print and will be consistent in terms of front cover format with other brochures used by the Department.

Over 150,000 copies of the Buyers' Guide were distributed in the Region of Hamilton-Wentworth. Refinements to the Guide will continue and it will be included in the 1984-85 Business Directory. The data collection was performed by a recipient of the C.O.E.D. Programme under supervision of Department staff.

The Department's major text, the Profile For Profit, has been updated using 1981 Statistics Canada figures. It is a comprehensive document and is generally used in the preliminary stages of a firm's locational search.





## Department Activity with Companies - Highlights

### True Temper Canada Ltd.

As a result of a staff trip to Harrisburg, PA., in company with Mr. Bill Short of the Honourable John Munro's office and Mr. Peter Flaherty of Flaherty Manufacturing, to visit True Temper's U.S. head office, the intended move from Hamilton to Tillsonburg, Ontario was cancelled. All operations, with the exception of aluminum snow shovels, were transferred to Stoney Creek. Eighty percent of the snow shovel operations were transferred to Slater Steel Canada Ltd. in Hamilton.

### KHK Sportswear Ltd.

This firm originally approached the Department as a result of a referral from the local Ministry of Industry and Trade office. Assistance was provided in the area of by-law clarification and problems relating to building permits regarding the refurbishing of a building in downtown Hamilton. Also, the President, Mr. Howard Chan, has become involved in some of our other Hong Kong activities.

### Karl Schoene/Apotheker

This Swiss firm approached Department staff proposing to trade a building in Switzerland for one in Hamilton-Wentworth. The transaction closed in December, 1983 with Mr. Schoene purchasing a commercial building at 370 Main Street East in Hamilton. Immigration proceedings are on-going from Frankfurt, West Germany. Mr. Schoene has been involved in the renovation of older buildings and has established pharmacies and offices in Switzerland and U.S.A..

### Drummond-McCall Ltd.

The Department has been able to assist the firm's moving of office staff from Toronto to the Hamilton-Wentworth location. General information packages were prepared for each of the employees to smooth their relocations. Fifty employees moved to their new offices on Nash Road and forty to fifty new employees were hired locally. In total, approximately ninety new jobs were created in the Region. An addition of 14,000 square feet is being constructed to accommodate the new personnel. The move is a result of consolidation of operations in Southern Ontario.

### Reid-Dominion Packaging

This firm is expanding its warehousing and distribution capacity. As a result of the expansion, the former Right House warehouse has been purchased.

### Camco

This major manufacturer of household appliances continues to expand both in terms of physical capacity and employment. At present, there are in excess of 1,500 employees at the Longwood Road plant. The firm began the year with a work force of about 500 in December, 1982. Department staff has assisted the company with its relocation program. Every effort was made to make the new employees feel welcome.







### Laqua Furriers

This represents a major West German investment. While the business is not yet established, the family has purchased a home in Glanbrook. Business will commence in early 1984 when the real estate transaction for a downtown property is completed. Two serious prospects have arisen from this project. This Department has been assisting with immigration proceedings for the family.

### Genn Equestrian Farm

An added infusion of investment has come from West Germany to this company. Mr. Hartmuth Blauw has invested in the Genn Farm and also purchased a house in Glanbrook. As a result of the new investment, there has been an increase of employment and business activity.

### Metal Textile Limited

This firm underwent a major expansion at their existing location in Hamilton. The expansion was announced at a press conference in late 1983. As a result of the addition sixty jobs were retained and thirty new ones will be added.

### Fortinos Supermarket

In terms of this company's expansion program, this department has participated in a positive manner. It is to be hoped that the department can continue to be of assistance to Fortinos.

### K-Mart Stores

For some time prior to the announcement of K-Mart's new store at the Centre Mall, staff had been in contact with the Real Estate Department of that firm. The Economic Development Department contributed to the decision-making process.

### The Canadian Institute of Metalworking

This independent agency of McMaster University commenced construction of its new building in the Ancaster Industrial Park; the first facility to do so. It is expected that the new C.I.M. will be in operation by April of 1984. The C.I.M. could well be considered as the anchor of the park around which other developments will be generated.

### U-Haul Co. (Can.) Ltd.

A great deal of the credit for this firm's locating their central premises in Hamilton-Wentworth must go to Chambers and Company Real Estate Ltd. This Department assisted in clarifying the by-laws for the company and as a result, a major hurdle was overcome.







### Vibco Vibration Products

This U.S. firm was in contact with staff of the Economic Development Department to assist it with its FIRA application and locational search. Within two months of contact, the firm had received approval, located its premises and is now hiring staff to conduct its business.

### DEPARTMENTAL INVOLVEMENT WITH LOST COMPANIES

<u>COMPANY</u>		<u>FROM</u>	<u>TO</u>	<u>REASON</u>	<u>EMPLOYEES</u>
Royal Mattress	(Q1)	Hamilton	Burlington	Locational	40
Consolidated Bathurst	(Q2)	Hamilton	Closed	Consolidation	180
Flavorite Poultry	(Q2)	Hamilton	Kitchener	Consolidation	160
Arrow Shirts	(Q2)	Hamilton	Closed	Consolidation	150
H. & R. Johnson	(Q2)	Hamilton	Closed	Competition	40

The staff of this Department participated in efforts to keep these companies operating in this Region. Efforts were made by the Committee members and department staff to save these companies and/or minimize the effect, and in some cases, seek transfer or re-employment opportunities. The process sometimes involved Federal, Provincial and Regional elected members and senior staff from the departments concerned.

### International Marketing

As noted in earlier reports this year, staff has participated in trade fairs, both locally and abroad. Those overseas included a manufacturing show in Cairo, Egypt, and Hannover, West Germany, the world's largest, and in Orlando, Florida, a technology-based show. Leads generated from these shows are being pursued.

The Ontario Ministry of Industry and Trade hosted a Manufacturing Opportunities Show in the Convention Centre at which the Department was represented. The show was the first of its kind in Hamilton-Wentworth and while the results were not as positive as might have been expected, some leads were generated and hopefully, the show will improve over the years.

Hong Kong continues to be a major source of investment opportunities. A successful trip was concluded in November of 1983 and plans are underway for further trips to the Far East. Regional Councillor Paul Cowell, along with staff and members from the community, are optimistic about the prospects already established and look forward to developing further relationships in the future.





## A. 2 SUMMARY OF INQUIRIES -1983

	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>
Inquiries for Departmental Assistance (1)	212	218	348	489	636	812
Cases Completed (2)	126	141	159	278	91	81
Company Inquiries Outstanding (3)				1	80	737

- (1) Records are kept with respect to the origin of each inquiry in order to review the cost effectiveness of our marketing and media programmes.
- (2) The department records information on new and expanded industries. Such information is obtained from real estate brokers, banks, lawyers, accountants and developers as well as the department's own location services.
- (3) Cases held on file are reviewed on a quarterly basis. The review determines whether or not the company continues to require assistance. If not, the file is discontinued.

### A.2a INQUIRY BREAKDOWN - 1983

<u>Record of Inquiries</u>						
<u>Type of lead</u>	<u>Cold Calls</u>	<u>Adver- tisements</u>	<u>Trade Fairs</u>	<u>Referrals</u>	<u>Direct Mail</u>	<u>Total</u>
<u>Status</u>						
Pending	75	239	15	408	--	737
Dropped	2	1	--	--	--	3
Completed	<u>41</u>	<u>--</u>	<u>1</u>	<u>30</u>	<u>--</u>	<u>72</u>
Total - 1983	118	240	16	438	--	812
Total - 1982	<u>72</u>	<u>394</u>	<u>31</u>	<u>117</u>	<u>17</u>	<u>636</u>

### Analysis

With each contact made, staff endeavour to identify the source of the inquiry. Cold calls are those contacts for which no initiating source can be identified. Those contacts where the initiating source can be identified include advertising, trade fairs, referrals and direct mail. Some of these could be the result of our advertising program. Advertisements are placed in local, national and international publications. A letter is sent to each respondent and followed-up with a telephone call. Contacts derived from Trade Fairs are re-established at the conclusion of the show to determine the firms' exact needs. Referrals fall into two categories. In the first situation, a contact could be the result of a second-person reference to our advertisements; or secondly, the contact may emanate from a realtor or other businessman. For the past year, a Direct Mail program has not been in place. When the program is reinstated, it will be directed to specific client groups in assigned geographic areas.





A. 4 SUMMARY OF COMPLETED CASES - 1983

Category	<u>Number of Firms</u>	<u>New Employees *</u>	<u>Approximate New Taxes</u>
New to Region	32	497	181
Newly Formed	11	147	79
Internal Moves	19	-N/A-	-N/A-
Major Expansions	<u>19</u>	<u>1325</u>	<u>249</u>
TOTAL	81	1969	509

\* This number represents new jobs created and does not include employees recalled from lay-off.

The numbers mentioned above do not include jobs created by the Canada Employment Programmes such as COED and others.

A.4a SUMMARY OF COMPLETED CASES BY MUNICIPALITY (1983 YEAR END):

Ancaster	2
Dundas	1
Flamborough	2
Glanbrook	1
Hamilton	62
Stoney Creek	<u>13</u>
TOTAL	81





A. 5 DOLLAR VALUE OF BUILDING PERMITS  
ISSUED IN 1983

	<u>1981 TOTAL \$ VALUE</u>	<u>1982 TOTAL \$ VALUE</u>	<u>1983 TOTAL \$ VALUE</u>	<u>1983 IND. &amp; COMM. VALUE</u>	<u>1982 IND. &amp; COMM. %</u>	<u>1983 IND. &amp; COMM.</u>
<u>ANCASTER</u>	11,122,284	9,080,000	23,275,595	1,126,300	2.05	4.84
<u>DUNDAS</u>	4,777,054	6,896,609	6,101,175	271,538	14.90	4.45
<u>FLAMBOROUGH</u>	10,837,336	8,354,305	15,703,753	1,224,976	11.51	7.80
<u>GLANBROOK</u>	1,911,630	12,483,075	4,067,100	608,800	81.39	14.97
<u>HAMILTON</u>	112,733,327	94,744,031	126,511,877	58,090,175	54.58	45.92
<u>STONEY CREEK</u>	33,132,990	17,016,475	34,300,630	848,100	3.97	2.47
<u>REGIONAL TOTALS</u>	200,143,831	147,866,975	209,960,130	62,169,889	26.12	29.61

SOURCE: Building permit summaries are submitted by each area municipality.





A. 6 GOVERNMENT ASSISTANCE, OFFERS MADE DURING 1983

PROGRAM	FEDERAL/ PROVINCIAL	INCENTIVE(1)	COMPANY	PRODUCT/ SERVICE	JOB(2)
I.S.R.P.	Federal	\$920,000	Amcan Castings Ltd. (Hamilton)	High Pressure Die Castings	180 retained 80 added
Ont. Develop. Corp.	Provincial	\$500,000. term loan & incentive	Amcan Castings Ltd. (Hamilton)	High Pressure Die Castings	180 retained 80 added
Ont. Develop. Corp.	Provincial	\$100,000. term loan	Bella Pasta Inc. (Hamilton)	Pasta Products	21 new jobs in 5 years.
M.I.T.	Provincial	\$849,383	47 unnamed firms	N/A	91 new jobs
Dept. of Transport	Federal	\$8,000,000. grant	Hamilton Harbour Commission	Eastport Expansion	N/A
C.O.E.D. Program	Federal/ Provincial	\$3,900,000. grant	Lakeview Devel. Belgrand Invest.	Hotels, Sheraton	N/A
I.L.A.P.	Federal	\$15,000,000. grant	Firestone Canada Inc.	Truck Tires (Rationalization)	N/A
C.I.R.B.	Federal	\$467,350. grant	Glendale Spinning	Plant Modernization	60
I.L.A.P.	Federal	\$1,203,000. grant	Susan Shoes	Auto Parts (New products)	
Enterprise Develop. Board	Federal	\$8,800,000.F \$2,200,000.P	Westinghouse	Gas turbine research and development program.	615
I.S.R.P.	Federal	\$200,000	Hamilton Wire	Wire Mfg.	14 added
1	Incentive:	Grant, Loan, Loan Guarantee, etc.			
2	Jobs:	Created, maintained.			

Government Assistance (Cont.)

Provincial Summary

A total of \$1,357,905 was offered in the Hamilton area by the Ontario Development Corporation and the Ministry of Industry and Trade. Six new exporters were identified developing \$155,000 in export trade while one exporter developed new trade contacts valued at \$2,000,000. Nine firms took advantage of P.E.M.D. grants valued at \$983,425.

Federal Summary

During 1983, \$33,671,270 were offered by the Federal Government through a number of programs. In addition to the above amount, N.E.E.D. and C.O.E.D. projects funded \$11,034,050 worth of job creation projects. It is estimated that the jobs created by federal government incentives amounted to over 1800.





(B) TOURISM AND CONVENTIONS REPORT 1983

1. TOURISM

The following is a review of the marketplaces and familiarization tours in which the Visitors and Convention Services participated in this year.

Discover Ontario Marketplace - Toronto - February 24-26, 1983

This marketplace was to develop group business with 25 buyers from the U.S. In addition, we hosted 5 key group tour operators from Philadelphia on February 25, 1983.

Canadian Government Office of Tourism Marketplaces - Michigan - March 6-9, 1983

Attended the spring travel shows in Dearborn, Grand Rapids and Flint, Michigan. Over 4,000 attended the consumer marketplace, 250 meeting planners attended a luncheon, 400 travel agents and tour operators attended trade shows in each city.

Cleveland Sport Travel & Outdoor Show - March 17-28, 1983

This consumer show attracted over 100,000 people.

Tourism Canada Travel Show - April 12-14, 1983

Buffalo, Rochester and Syracuse, N.Y. Travel trade marketplace - over 2,000 travel agents, group leaders and tour operators attended the show.

Rendezvous Canada Familiarization Tour - May 6, 1983

Fourteen delegates who were attending Rendezvous Canada visited Hamilton-Wentworth on a familiarization tour.

Nordair Presentation - May 11, 1983

Travelled to Montreal May 11, 1983, and presented an audio visual program on Hamilton-Wentworth. Through the co-operation of Nordair, two of our staff members were able to present Montreal Nordair staff with information on Hamilton-Wentworth.

Travel Writer

Mr. Bill Porrier of Michigan Living (circulation 810,000) visited Hamilton-Wentworth on a familiarization tour. His article generated a great deal of interest from Michigan residents.

Familiarization Tour for Niagara Falls Counsellors - May 1983

On May 9, 1983, seventeen Ontario Travel Counsellors from the Niagara Falls area visited us to acquaint themselves with attractions in Hamilton-Wentworth.





Mid-Town Shopping Mall, Rochester, N.Y. - June 2-4, 1983

This promotion was well attended, with over 2,000 brochures distributed. The Hamilton and Region Arts Council joined us in this shopping mall promotion. A giveaway "Win a Weekend in Hamilton-Wentworth" was held.

Festival Country Travel Show - June 17, 1983

Held at the Hamilton Convention for group leaders and travel agents.

London Free Press Travel Show - London, Ontario - September 23-25, 1983

This consumer show was a great success with approximately 20,000 people attending. A draw for "Win a Week-end in Hamilton-Wentworth" was held.

Familiarization Tour for Ontario House, London, England - September, 1983

Uta Schmidt, Public Relations Consultant for Ontario House, London, England, spent a day visiting various attractions in Hamilton-Wentworth prior to writing a travel article on our Region.

Familiarization Tour - Ober United Travel - Washington, D.C.

David Gray of Ober United Travel, Washington, D.C. visited Hamilton-Wentworth on a familiarization tour. As a result, he has included Hamilton-Wentworth attractions and dining in his itinerary for their tours, starting June, 1984.

Familiarization Tour - October 4, 1983

Hosted familiarization tour for Bruce Bechard of Arrow Tours, East Hartford, Connecticut.

Tourism Canada Michigan - October 4-5-6/83

Grand Rapids - Bay City - Dearborn.  
Travel trade marketplaces.  
Met with 650 travel agents and A.A.A. people.

Great Day Tours, Cleveland, Ohio - October 21 and 22/83

Motorcoach marketplace.  
Gave presentation to 500 group leaders.

Henry Davis Trade Show, Cleveland, Ohio - October 25/83

Travel trade marketplace.  
Met with 500 travel agents.

Tourism Canada New York State - October 31 - November 1, 2/83

Travel trade marketplaces, Buffalo, Rochester, Syracuse.  
Totalling over 1,200 tour operators, travel agents attending.





D & F Transit Marketplace - November 18/83

Motorcoach show, Buffalo, New York.  
Met with 450 group leaders.

Lincoln Coach Lines - November 20/83

Pittsburgh, Pa. Motorcoach show.  
Met with 400 group leaders.

Blue & White Bus Lines Marketplace - December 3,4/83

Altoona, Pa. Motorcoach show.  
Met with 400 group leaders.

Familiarization Tour for Travel Writer - November, 1983

Hosted tour for Andre Vigneau which resulted in excellent article on the Region for Nordair magazine.

N.T.A. Convention November 1983

Houston, Texas, Motorcoach.  
Over 800 buyers attending.

American Bus Association Convention - December 6-10/83

New Orleans, La. Motorcoach.  
Over 1,000 attending.

These marketplaces were all very well attended and there is a great deal of interest in Hamilton-Wentworth as a viable motorcoach and tourist destination.

Tourist Booth Figures for 1983

<u>Booth</u>	<u>1983</u>
African Lion Safari	10,531
City Hall	6,494
Confederation Park	7,554
Royal Botanical Gardens	23,267
Total	47,846

Brochure Distribution

This season, Hamilton-Wentworth brochures were displayed at shopping malls in London, Kitchener, Toronto, Kingston and Ottawa by the Tour Expo Company "Infomobil", under the them "Holidays in 1983". Although the main purpose of this 8 week travelling show was the distribution of brochures, another added benefit ws the Informobil staff were routing people through Hamilton-Wentworth on their way to a final destination.

Also, 25,000 Hamilton-Wentworth brochures were distributed by Brochures Unlimited to sites on Highway 401 east to the Quebec border and west to Windsor.





### Newspaper Advertising

Our "What's Happening in Hamilton-Wentworth" newspaper ads ran throughout the summer in Toronto, London, Buffalo, Rochester and Detroit. This advertising, along with trade shows and mall presentations, accounted for the large number of tourists visiting us from these areas.

### Hamilton-Wentworth Visitor Industry Research Study Canada Community Development Project

This year we received a grant which enabled us to hire 4 people to conduct a major visitor analysis study at events, performing arts, attractions and general tourist destinations. The marketing information gained from these surveys should prove very valuable to everyone in the hospitality industry.





## 2. CONVENTIONS

### Cleveland - February 1-2, 1983 - Tourism Canada Marketplace

75 Association Executives from area attended.

### Pittsburgh - February 3-4, 1983 - Tourism Canada Marketplace

50 Association Executives attended. Sales calls made on Associations.

### Chicago - February 7-11, 1983 - Tourism Canada Marketplace

250 Association Executives attended marketplace. Sales calls made balance of week.

### A.S.A.E. Washington - March 22-27, 1983 - Conference and Marketplace

1,800 Association Executives attended.

### Windsor - June 23-24, 1983 - O.A.C.B. Marketplace

103 Michigan Associations attended. 53 letters of invitation forwarded.

### A.S.A.E. San Francisco - September 2-9, 1983 - Marketplace and Conference

4,600 attended. Mr. W. Penfold, Convention Centre, and Mr. Neil Williamson, Hamilton-Wentworth Convention Services, participated in the 11-hour marketplace.

Letters of invitation forwarded to all Associations that visited booth and that Hamilton-Wentworth could accommodate.

### Venue Canada - Sept. 26-27, 1983 - McMaster University

32 Chairmen of Departments representing 58 International, U.S. and National Associations were requested to invite their Associations to convene a future meeting in Hamilton-Wentworth.

### Saskatoon - August 8-12, 1983 - I.A.E. Marketplace

350 Association Executives.

### Toronto - October 19-20 - O.A.C.B. Marketplace

200 Associations attended. Follow up on prospects.

### Canada Calling Washington - November 14-18, 1983 - Marketplace

300 Associations attended. Follow up mailings and personal contact.



Year Ending December 31, 1983

Number of conferences	143
Number of delegates	61,187
Revenue	\$17,438,295

1984

Although the economy is improving slowly, it is not anticipated that the overall number of Conferences-Conventions, etc. will increase. However, it is anticipated that with the improvement in the business and manufacturing sectors, that Corporations and Associations will be in a position to allow more of their staff to attend such conferences and this will increase the dollar value of meetings.

With the actual construction of the Arena/Trade Centre and Hotel, we are in a much better position to attract larger and more prestigious conferences to our Region. This announcement has long been awaited by Association executives.

U.S. Association Fam Tour

This we have commenced in partnership with Tourism Canada and the Ontario Ministry of Tourism and Recreation to host a Fam tour of Association Executives to Hamilton-Wentworth on February 10, 11 and 12, 1984 to inspect our facilities.

A new four-page convention/meetings brochure has been produced to allow sufficient supplies for a two-year direct mail effort.





(C) WENTWORTH HERITAGE VILLAGE

Summary:

1983 was the first full year of operation of the Hamilton Museum of Steam and Technology, the success of which drew nation-wide attention. Wentworth Heritage Village experienced the trauma of budget rationalization, but still enjoyed a 25% increase in gross operations income, continued the substantial improvements to its buildings and facilities, and earned still more recognition for its outstanding educational and events programmes.

1. Administration:

The Historical Advisory Board was reconstituted in 1983 by Regional Council as a nine-member Board with two subcommittees, one for the Village, and one for the HMST. This Board recommended a new Conservation Policy for the Village, in accord with the requirements of the Ministry of Citizenship and Culture, and adopted the Terms of Reference for a 20 year Master Plan for the Village which were subsequently approved by Regional Council, by the Ministry, and by National Museums of Canada. The result was a \$52,000 NMC grant to undertake the Master Plan study, and a commitment by the Ministry to match the Regional allocation for this purpose; by year's end an invitation for bids had been issued to nine leading museum consultants to work with the Board and the Curator to produce the Village Master Plan in 1984.

The first collective bargaining agreement for Village staff was signed with the Canadian Union of Public Employees, although the new staff structure approved by Council for the contract could not be implemented yet, due to budget constraints. Council also responded positively to a request from the City of Hamilton for the Curator to serve on a Leave of Absence as Hamilton-Scourge Project Director during the last two months of 1983.

A major step forward in the continuing process of recognition of the professional stature of the Village was its inclusion in the Canadian Heritage Information Network programme of National Museums of Canada, under which the Village obtained the services of two teams of four cataloguers each throughout most of the last eight months of the year, on two federal grants programmes. The ultimate result of these CHIN sponsored programmes over several years will be the complete upgrading of the catalogue to National Museums standards and its preparation for eventual entry into the CHIN data bank, which will record museum collections all across Canada.

Other signs of this recognition were the invitations to the Curator to address the Canadian Museums Association conference in Saskatoon, the Ontario Museums Association conference in Kingston, and to organize and lead the Museum Management Seminar of the OMA in Hamilton. On the local level, the Villages participated actively in the continuing development of the Hamilton-Wentworth Heritage Cooperative, including the publication of the first joint brochure advertising the almost twenty museum attractions in the Regional Municipality.





Grant revenues at the Village have risen from \$11,000 in 1980 to \$54,000 in 1981, \$164,000 in 1982, and in 1983 reached the all-time high of \$205,187 approved in federal and provincial grants. Not only did these approvals bring funds from the two senior levels of government that otherwise would not come to Hamilton-Wentworth; in addition they created 23 jobs and a total of 502 work weeks in 1983.

Gross receipts from operations also rose by 25%, including the initiation of sales at the Dry Goods Store and \$1,169 earned from media uses, chiefly the production of two films and one children's television series at the Village, all approved under the new Media Use Policy adopted by the Board. The 24% increase in admission per general admission visitor reflected the price increase approved for 1983, but the 34% advance in revenue per visitor indicated higher spending due to improved stock and service in the Gift Shop and General Store especially.

Nevertheless, attendance declined slightly (by 6 %) from the all-time high of 1982, resulting in a year-end 1983 attendance of 32,728. The price changes resulted in a 47% switch away from the Family ticket, with compensatory increases ranging from 23 to 67% in the adult, student and child tickets, and with a very healthy growth of 35% in the decals that provide a year's admission to the Village.

Finally, although attendance reached 88% of budget target, and gross receipts equalled 75% of budget projections, a shortfall was recorded in 1983, resulting in an increased draw on the Federal Levy of about \$80,000 more than allocated. This was due to the practice of projecting net revenues on the basis of gross figures, and of increasing projections to maintain allocations for expenditures at appropriate levels; both practices have been discontinued in preparing the 1984 budget, with some concomitant reductions in levels of service anticipated.

## 2. Assets:

The major building projects of 1983 were the completion of the display facilities on the upper floor of the Potts Building, and the provision to that building of environmental controls and electronic security, utilizing the grants provided by National Museums (\$19,500) and the Wintario Capital programme (\$6,528) as well as Regional allocations for the possibility of a liquor licence there. The new Potts Building gallery opened its first exhibition on May 1, at the same time as the doors were opened on the new Drive Shed, an historical reconstruction completed behind the D'Aubigny Inn with the assistance of a \$1,400 contribution from the Canada West Society.

Collections continued to grow, with 700 artefacts generously given to the Village by 45 donors. Interesting acquisitions included no less than three outstanding sewing machines, the earliest of which is a Wanzer manufactured in Hamilton in 1876; a delightful rocking horse that began its life on a nineteenth-century carousel; and a piece of the original Plank Road from Hamilton to Port Dover.



The capacity of the Village to conserve these collections (now totalling around 15,000 artefacts) was significantly enhanced with the addition of our first display and storage facilities incorporating a heat pump, humidifier/dehumidifier, air filter and associated environmental control systems in the Potts Building, along with two hygrothermographs and a light metre to join our sling psychrometer as monitoring devices. Ultra-violet filters were installed on the Potts Building windows, and the stained glass window in the Apothecary was removed, restored and strengthened in an emergency conservation undertaking donated by a member of Friends of the Village with stained-glass expertise. The Service Barn was also improved, with the workshop areas separated by partitions from the artefact handling and cataloguing areas, and extensive cleaning and reorganizing of the storage area there.

Another decisive improvement in the Village's assets was the installation of the library in the Potts Building, providing access to public, members of the Friends and staff for research on all topics related to our heritage. In support of research in the area, the Village also sponsored and agreed to accept into the collection the results of the first archaeological dig with which we had been associated, the excavation of what appears to be Hamilton's earliest pottery, the 1816 Frederick Ashbaugh site.

### 3. Programmes

New permanent displays in 1983 included the stage coach and related artefacts in the drive shed added to the D'Aubigny Inn; the mud block wall and the model of the original Potts house installed to demonstrate its construction and original use in the foyer of the Potts Building; the telephone exchange and the new Post Office display installed in the General Store; and a barber shop set to open in 1984.

The Potts Gallery introduced a whole new range of displays to the Village, temporary exhibitions, which began with an outstanding selection from our own collections called "Hidden Treasures," especially featuring our rich holdings of textiles and costumes. The Potts exhibition schedule included our first annual Heritage Crafts exhibition featuring the heritage-related work of Ontario craftspersons; our first Antique Dealer's Choice, with selections from area dealers or objects related to our heritage; and two displays on archaeology borrowed from Parks Canada.

The Village welcomed an all-time high of 349 tour groups, a 4% increase on 1982's record level, and provided interpretation to 14,963 members of these groups, a 6% increase in teenage students in these groups, although their absolute numbers (855) still leave room for improvement. School tours were spurred by the mailing of 1,010 educational kits, each consisting of seven pieces of literature, to 18 area School Boards in the spring, and a similar mailing in the fall. Among the highlights were our first overnight school tour, a successful pilot project; the summer children's programme, this year offered to some 28 day camps who brought over 1,000 children in July and August alone; and the special day-long programmes in November for the Hamilton Separate School Board.





Special events to further enliven this programme in 1983 included, in addition to the regular schedule, such new features as an Easter Egg Hunt; the christening of a Mountsberg baby in the Church from that Village; a Hamilton Hunt Club ride; the annual picnic of the Rail Modellers' Society, and an exciting day of rail modelling events; visits from the Royal Ontario Museum museumobiles, featuring their displays of Ontario archaeology and palaeontology; a lecture series on historical archaeology, utilizing the new projection facilities in the Potts Building; a garrisoning of the Village by the Military Reenactment Society of Canada in the uniforms of the 1813 Militia; and the celebration of the 75th anniversary of the first delivery of rural mail in Canada, using the Village's rural mail coach to retrace the original Hamilton-Ancaster route of 1908, ending with the delivery of a special first-day cover printed on the Village press by Friends volunteer Bill Poole to the newly installed and improved Post Office display in the general store.

Advertising for these programmes was improved with the installation of a total of 26 new trailblazers on regional roads and along Highway 52, and one large sign replaced in the Village property, although plans to replace other large signs were stalled by budget considerations. Our brilliant three new posters went up in liquor control board stores in Hamilton and Kitchener, and were distributed elsewhere throughout the year. The Village participated in tourism marketplaces as far afield as New Orleans and Texas, as well as the closer targets of Buffalo, Syracuse and Rochester; and also provided extension displays to a wide range of conventions and shows in the Hamilton-Toronto area. Among our marketing improvements we benefitted from both Canada Coach and Gray Coach regular bus tours for the first time; participated in the Wintario Halfback and Discount '20 programmes; and helped to form the Flamborough Chamber of Commerce, while sponsoring prizes and mounting a display at the Rockton World's Fair. Our Christmas programmes were again remarkably successful, with good attendance for the evening 'lamp-light tours' as well as on weekends; crowds were supplemented by a "Christmas Country" programme, in which the Village distributed free children's passes to the customers of the several Christmas tree farms in our area of Flamborough, with good results.

As even the preceeding brief synopsis of the year attests, the Village continued to enjoy the contributions to all aspects of its activities by the Friends of the Village. Their newsletter, The Villager, continued to appear monthly, with a formal membership of 59 and a mailing list of several hundred. The course offered to Friends interested in interpretation was improved, and extended to six weeks, with attendance of 20 at one fall session alone. In addition, the Village utilized the service of Elizabeth Fry Society volunteers for the first time in 1983.





WENTWORTH HERITAGE VILLAGE

Attendance and Sales Report to January 2, 1984  
compared to January 2, 1983

	<u>To Jan. 2/84</u> <u>Actual</u>	<u>% of 83</u> <u>Budget</u>	<u>To Jan. 2/83</u> <u>Actual</u>	<u>% of 82</u> <u>Actual</u>	<u>% +/-</u> <u>Actual 82/83</u>
No. days open	253		245		+ 3%
Rain days	50		50		
<u>Ticket Sales</u>					
Adult	4,500		3,644		+ 23%
Student	368		280		+ 31%
Children	839		501		+ 67%
Seniors	1,224		1,010		21%
Family	1,150		2,211		- 47%
Decal	285		210		+ 35%
TOTAL	<u>8,366</u>		<u>7,856</u>		+ 6%
Gen. Adm. Visitors	13,323		16,816		- 21%
<u>Tours</u>					
Adults & Seniors	3,491		3,184		+ 9%
Students	855		693		+ 23%
Children	10,617		10,198		+ 4%
TOTAL	<u>14,963</u>		<u>14,075</u>		+ 6%
No. of Tours	349		334		+ 4%
<u>Total Attendance</u>					
Adults & Seniors	12,715		14,918		- 14%
Students	1,414		1,241		+ 13%
Children	14,157		14,732		- 3%
Free Passes	3,037		3,035		
Free Returns	1,405		1,011		+ 39%
TOTAL	<u>32,728</u>	88.2%	<u>34,952</u>	99.94%	- 6%
<u>Cash Receipts</u>					
Admission	\$ 38,513.95	74.0%	\$ 34,805.66	99.955	+ 11%
Tours	14,657.49	81.4%	13,093.75	99.97%	+ 12%
Gift Shop	29,570.00	86.9%	26,199.18	99.95%	+ 13%
Tea Room	19,816.49	44.0%	18,474.79	99.95%	+ 7%
General Store	14,181.75	83.4%	7,908.81	99.96%	+ 79%
Miscellaneous	8,149.41	814.9%	582.36	99.98%	+1,299%
Dry Goods Store	419.97				
Media Use	<u>1,169.50</u>				
TOTAL	126,478.56	75.7%	101,064.55	99.96%	+ 25%
Adm. per Gen.					
Adm. Visitor	\$2.89		\$2.33		+ 24%
Revenue per					
Visitor	\$3.86		\$2.89		+ 34%



1983 Grant Approvals to Wentworth Heritage Village

<u>Federal</u> Grants Approved: <u>WEEKS</u>	<u>AMOUNT</u>	<u>JOB</u> S	<u>WORK</u>
National Museums of Canada:			
-- upgrading Potts Building	\$19,500**		
-- Master Plan planning grant	52,500		
Canada Community Development Projects (CCDP) 1983:	48,568	4	208
Summer Canada Youth Employment:			
-- Community Stream (Children's Prog.)	8,925	3	51
-- Federal Stream (Cataloguers)	9,450*	4	59
Canada-Ontario Employment Development (COED) Federal Stream:	25,190*	4	100
<u>Provincial</u> Grants Approved:			
Ministry of Citizenship & Culture, Museum Operating Grant 1983:	30,427		
Wintario Capital:			
-- upgrading Potts Building	6,528**		
Experience 83 Youth Employment:			
-- Citizenship & Culture	2,391	2	24
Municipal Affairs & Housing	1,708	1	12
Ontario Career Action Programme (OCAP):	*	1	12
<u>Municipal</u>			
LONAR (Regional Social Services):		3	24
<u>Educational</u> Institutions:			
Mohawk College Placement:		1	12
<u>TOTALS:</u>	\$ 205,187	23	502

\* Paid direct to grant workers.

\*\* To Capital Accounts, for Potts Building.





## (D) THE HAMILTON MUSEUM OF STEAM AND TECHNOLOGY

### 1. Administration

The Museum enjoyed an exciting and successful first year of operation. Opening its doors to the public on April 1st, a steady stream of visitors enjoyed the opportunity to tour one of Hamilton's latest attractions.

Essentially a Museum under "active development", it was nevertheless possible to provide a small interpretive display during the summer months, as well as several outdoor attractions on various weekends.

Staffing for the Museum consisted of the full-time Curator, tradesmen employed under the auspices of the Federal-Provincial C.O.E.D. Employment Programme, and Summer Canada and Summer '83 Federal and Provincial student employment projects. Much of our interpretive work was also carried out by our invaluable Pump Group volunteers from the Institute of Power Engineers. A call for other volunteers was also well received and we were fortunate in obtaining the help of several enthusiastic ex-teachers who worked to produce our first school programmes.

### 2. Assets

The new exhibit Gallery was constructed in the old boiler room by the workers hired under the C.O.E.D. Programme. A new floor was poured, the main timber frame was erected and the wood railings and flooring complete. This new Gallery will provide us with the display and interpretive space essential to our future success.

A Building Conservation Programme was prepared by an architectural group, the completed report being presented to the Ontario Heritage Foundation for funding purposes.

The restoration of the interior of the Pumphouse was virtually completed, again with the help of our C.O.E.D. workers and two female engineering students, one from McMaster and one from Mohawk, who joined us for the Summer Canada Programme

Although our 1983 plans included the woodshed area of the 1859 site, we were unable to obtain this space until late Fall. However, since then, it has been converted into a useful and essential restoration shop.

Our collection continues to grow, both through the good offices of our volunteers and visitors. An attempt to obtain a decommissioned 1914 high-speed steam pumping engine from Metropolitan Toronto Waterworks was unsuccessful, although it is hoped that we may be luckier in 1984.

### 3. Programme

The Museum was in a period of "active development", i.e., building whilst trying to provide visitors with a meaningful visit during 1983, but even so, we provided value for money and gained the Museum and Hamilton many compliments.



Our Sunday steam runs were especially popular and such outdoor shows as the live steam model railway, Fire Fighting weekend (well publicized by the local media), a visit by radio and railway clubs all contributed to a good all-round programme.





THE HAMILTON MUSEUM OF STEAM AND TECHNOLOGY

Attendance and Sales Report to december 31, 1983

Number of Days Open - 274  
Number of Hours Open - 1,918

Admission

Adults - 2,576  
Seniors - 422  
Students - 327  
Children - 678  
4,003

Cash Receipts

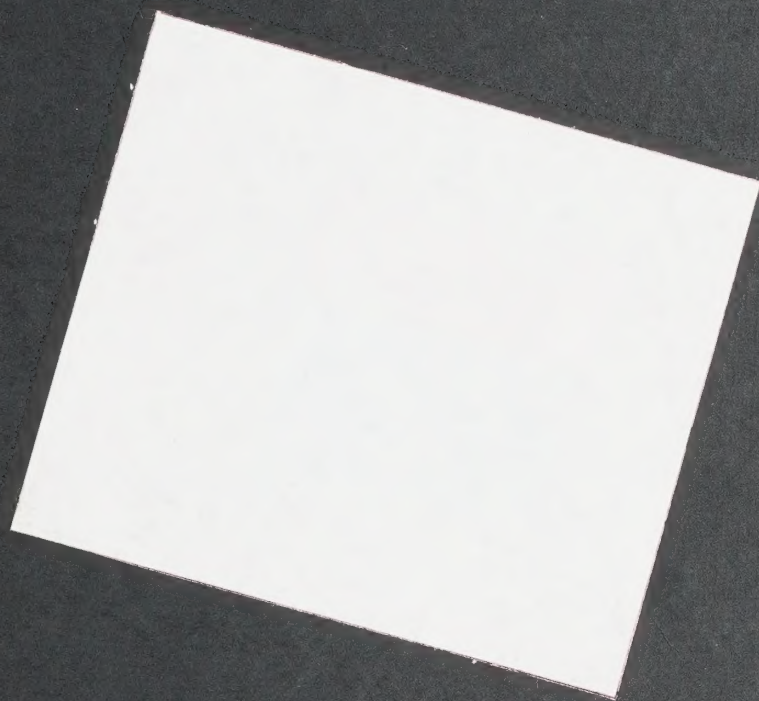
Ticket Sales - \$2,379.75  
Book Sales - 828.50  
\$3,208.25

1983 Grant Approvals

	<u>Amount</u>	<u>Jobs</u>	<u>Work Weeks</u>
<u>Federal Grants Approved</u>			
Canada-Ontario Employment Development (C.O.E.D)	\$67,057	4	123
Summer Canada	\$ 8,202	4	48
<u>Provincial</u>			
Summer '83	\$ 2,604	1	11
O.C.A.P.	<u>\$ 1,600</u>	<u>1</u>	<u>12</u>
	<u>\$72,463</u>	<u>10</u>	<u>194</u>







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